



Australian Government
Civil Aviation Safety Authority



CORPORATE PLAN

2025–26

Acknowledgement of country

The Civil Aviation Safety Authority (CASA) respectfully acknowledges the Traditional Custodians of the lands on which our offices are located and the places to which we travel for work. We also acknowledge the Traditional Custodians' continuing connection to land, water and community. We pay our respects to Elders, past and present.



James Baban
Our Way, 2019

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About this corporate plan

This corporate plan presents CASA's direction for the period 2025–26 to 2028–29. It is designed as the principal planning and operational document outlining the purposes of CASA and the strategies to be implemented to achieve our objectives. The corporate plan details how CASA will meet the aviation safety expectations of the Australian Government and the Australian public. The corporate plan positions CASA to contribute to the effective and efficient management of aviation safety risks and to improve relationships with the wider aviation community within a strong governance framework.

Our Way, an artwork commissioned by CASA in 2019, reflects the story of CASA's recruitment, employee retention, and cultural engagement with Aboriginal and Torres Strait Islander peoples. James Baban painted a sky-blue background with circles in an array of colours representing Aboriginal and Torres Strait Islander peoples in the landscape, waterways and sky. CASA sits as the centre circle, with the outside circles representing the interconnected themes of CASA's engagement with communities and other stakeholders.

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Chair's foreword



My role as Chair of the Civil Aviation Safety Authority involves ensuring that the Board provides the appropriate governance, support and focus for CASA to deliver on its mission: safe skies for all.

The Board is not the 'Regulator', nor does it run CASA's day-to-day operations but the Communique we publish after each of our meetings outlines the matters we discuss with CASA management and where we provide clear direction.

While ensuring CASA delivers on the mission of safe skies for all, a key priority for me and the Board is making sure that CASA is using the resources that are available to improve our service delivery. CASA's focus in this area is reflected in the service charter we released in September 2024.

The Charter recognises that the services CASA provides are critical to an operator's ability to safely participate in the aviation sector and acknowledges that they can directly affect personal and commercial outcomes. CASA has a commitment to providing the aviation community with responsive and professional services that meet our publicly reported service delivery standards. In return, there is an expectation that members of the aviation community will engage with CASA in a professional and respectful way.

Accountability is another personal priority and the Board has consistently promoted transparency as a pillar of CASA's operations. This is why we applaud the introduction of a new online service delivery dashboard that provides detailed information about CASA's response times and performance indicators for key regulatory services.

The Board is using the expanded publication of service delivery standards to actively monitor performance in this crucial area. Our focus is not just on ensuring that standards are met, but that we identify – and act upon – areas for improvement.

We also recognise the importance of acting on lessons learned from accidents and serious incidents. The Board has a responsibility to monitor the progress of performance measures relating to fatalities, accidents and serious incidents and we are provided with regular reports and a detailed analysis of risks and causation factors in this area. The mix of skills and experience of Board members supports targeted conversations on identified trends and lead-indicators and helps focus actions which could prevent future accidents.

We are also focusing on the long and short-term challenges relating to airspace Australia-wide. The level of activity across Australia is changing as new infrastructure comes online, most notably with the opening of Western Sydney International Airport in 2026 but is also being experienced as the nature of operators transforms with evolving technology.

Safely sharing airspace is a priority for the Board and one that is becoming increasingly important as operators find new uses for bigger and more sophisticated remotely piloted aircraft systems (RPAS), and as we see a change in the nature and volume of aircraft flying into what have traditionally been smaller, regional traffic hubs.

Add to this the imminent arrival of advanced air mobility (AAM) in the commercial air transport sector and there are some busy – but exciting – years ahead for staff at CASA and other aviation agencies.

Australia is also getting back into the space race with several launch companies setting up operations. While CASA is not the primary regulator in this area, the organisation's staff play an important role in making sure other airspace users remain safe.

The Board's approach to emerging technology places the safety of airspace users and the travelling public as the paramount consideration but also emphasises the importance of collaboration between involved parties. Australia is recognised for its progressive approach to emerging technology and the board is committed to helping CASA remain at the forefront of these developments.

The respect with which CASA is held internationally has been underscored by the work staff have been doing with overseas national aviation authorities and other organisations.

This includes discussions aimed at standardising AAM aircraft certification to enable reciprocal acceptance by other countries.

On the local level, the Board is continuing its practice of meeting at sites around Australia so we can visit stakeholders to hear their perspectives, discuss concerns and learn about their operations.

One thing that we are regularly getting positive feedback about is the way in which CASA has stepped up the way in which it collaborates and consults with industry. As an example, the General Aviation Workplan, launched in 2022, was recently updated after consultation with industry about areas they would like to see addressed.

So too was the RPAS/ AAM Roadmap which saw CASA collaborate extensively with industry to include clearer timelines and simplified pathways.

From aircraft design and pilot training to airspace, maintenance and manufacturing, aviation is already one of the most complex endeavours in the modern world.

As that complexity increases, CASA will continue to ensure that its workforce and structure is fit for purpose and that it maintains its focus on legacy operations as well as those emerging from the many changes in technology.

This Corporate Plan outlines CASA's objectives and priorities in 2025–26 and as we enter the second quarter of the 21st century.

The Board will continue to support CASA in ensuring the safety and viability of Australian aviation through a risk-based approach that is both collaborative and consultative.

This will include communicating fully and meaningfully as CASA continues to build trust with the aviation community and as we seek to improve our performance.



Air Chief Marshal (Ret'd) Mark Binskin AC
Chair of the CASA Board

Director's preface



The next year will see CASA continue to collaborate on initiatives the aviation community tells us are important as we work to improve the delivery of day-to-day services.

Our focus will include the ongoing flight operations regulations transition, continuing airworthiness rules, legislative changes to accommodate operational and airspace management and licensing aspects of emerging aviation technologies.

We will also conduct a post implementation review of our Class 5 medical scheme, as well as advance more initiatives through our updated Forward Regulatory Program, Remotely Piloted Aircraft Systems (RPAS)/Advanced Air Mobility (AAM) Roadmap, and General Aviation (GA) Workplan.

Delivery across our priorities has to be balanced with delivering our 'business as usual' services to the ever-growing aviation community. We have seen a significant level of growth in this area over the last 5 years.

For example, our annual reports show that there has been a 46 per cent increase in authorisation holders, from 3674 on 30 June 2019 to 5355 on 30 June 2024. This includes holders of approvals or certificates to conduct air operations (AOC), aerial work, remotely operated aircraft, maintenance, flight training, certificates of approval and certified aerodromes.

Over the same period, we are also seeing a 33% increase in the volume of applications we processed. This includes:

- a 103% increase for air operator certificates (291 to 592)
- a 333% increase for aerial work certificates (57 to 247)
- a 24% increase for remotely piloted aircraft operator certificates (1,440 to 1,791).

The number of current pilot licences, including conventional and remote pilot licences, was 65,983 at 30 June 2024, compared to 44,595 at 30 June 2019, representing an increase of almost 50% over 5 years.

In 2024, we issued more than 31,200 medicals, and 4,528 remote pilot licenses. We completed 913 surveillance activities, held 6 sector risk profile workshops, granted 153 Multi-Crew Pilot Training Endorsements and considered 224 airspace change proposals, 1,445 obstacle assessments, and 103 wind farm assessments.

As a modern safety authority, it is not enough to focus on what we do – how we do it is just as important. For us, this is about being safety focused, engaged, collaborative and transparent. These aren't just buzzwords; they are the pillars upon which we're building everything we do.

Some of our larger programs of work, such as the ongoing flight operations regulations transition, continuing our reform of airworthiness rules, and conducting a post implementation review of our Class 5 medical scheme, cannot progress in the absence of collaboration. We've worked closely with the aviation community to ensure that these plans reflect reality, that they clearly outline our intentions, and that the safety rationale is sound. These will continue to be a focus area for us over the next financial year and where we'll focus our efforts.

For example, after speaking with industry to update our GA Workplan, we're targeting opportunities to streamline the rules affecting the carriage of passengers on non-standard transport operations, improve pilot licensing rules, simplify medical arrangements and address skills shortages. Likewise, our RPAS/AAM Roadmap, developed in consultation with industry, outlines activities to manage expected industry growth and evolving operational concepts. This includes issues related to infrastructure, safety and resilience, aircraft and aircraft systems, operations, training, licensing and accreditation. And our Forward Regulatory Program provides a consolidated and transparent view of the regulatory changes we're considering, and when.

For us, transparency is all about explaining what we're doing, why and sometimes, why not.

This year we expanded our online service delivery dashboard to expand the number of regulatory services we report on. We have built on the reporting introduced last year to cover average processing times for licences, medicals and other personnel approvals.

Operators can now get a clearer sense of how long some applications take to process and make business decisions based on that information. The dashboards show where we're meeting our targets, and where we've still got room to improve. We will continue to expand the range of services we report on as part of our ongoing commitment to being a transparent and accountable safety authority. And we'll be focusing on how we deliver those services – from how we explain our regulatory decisions, to the way in which we interact and transact with you.

Improving and expanding the range of online services we provide is a key component of our strategy. We're working to make it quicker and easier for people and organisations to interact with us digitally – not only reducing manual processes for our clients but also freeing up more time for our people to assess more complex applications.

Progress isn't made in a vacuum. It's thanks to the sustained effort of CASA staff and our partners that we continue to evolve, address the issues that matter to the public and the aviation community, and look optimistically to the future.



Pip Spence PSM

Chief Executive Officer and
Director of Aviation Safety



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PART ONE

Introduction



Statement of preparation

As Chair of the Board of the Civil Aviation Safety Authority (CASA), I present the CASA Corporate plan 2025–26, covering the period 2025–26 to 2028–29, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 44 of the *Civil Aviation Act 1988*. The corporate plan incorporates the Minister’s Direction issued under section 12A of the *Civil Aviation Act 1988* and is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



Air Chief Marshal (Ret’d) Mark Binskin AC
Chair of the CASA Board

Vision

Safe skies for all

Mission

To promote a positive and collaborative safety culture through a fair, effective and efficient aviation safety regulatory system, supporting our aviation community.

Purposes

CASA is an independent statutory authority established in 1995 under the *Civil Aviation Act 1988*.

The main object of the *Civil Aviation Act 1988* is to establish a regulatory framework for maintaining, enhancing and promoting the safety of civil aviation, with particular emphasis on preventing aviation accidents and incidents.

In accordance with the *Civil Aviation Act 1988*, CASA's key function is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory.

As set out in the *Airspace Act 2007*, CASA also has responsibility for classifying Australian-administered airspace and determining the services and facilities provided by approved air navigation service providers, having regard to the efficient use of, and equitable access to, Australian-administered airspace.




In developing and promulgating aviation safety standards, CASA must consider the economic and cost impacts of the standards we set and

take into account the differing risks associated with different aviation industry sectors. When performing our functions and exercising our powers, CASA must, to the extent practicable, ensure that the environment is protected from the effects of the operation and use of aircraft. In all cases, the safety of air navigation must be our most important consideration.

While the safety regulation of civil aviation remains our primary function, CASA also has the function of encouraging greater acceptance by the aviation industry of its obligations to maintain high standards of aviation safety. This is achieved by providing comprehensive safety education and training programs and accurate and timely aviation safety advice, and fostering an awareness – in industry, and within the community generally – of the importance of aviation safety and compliance with relevant legislation.

This corporate plan details the key activities, performance measures and targets to be undertaken to meet these expectations.

Figure 1. CASA's purposes

 Regulation	 Safety	 Airspace classification
The Civil Aviation Act establishes the legislative framework for maintaining, enhancing and promoting the safety of civil aviation, with an emphasis on preventing aviation accidents and incidents.	CASA conducts the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory. In furtherance of its safety-related functions under the Civil Aviation Act, CASA provides safety-focused education and training.	CASA has responsibility for classifying Australian administered airspace and determining the services and facilities provided by approved air navigation service providers, having regard to the efficient use of, and equitable access to, Australian administered airspace.
Civil Aviation Act 1988		Airspace Act 2007

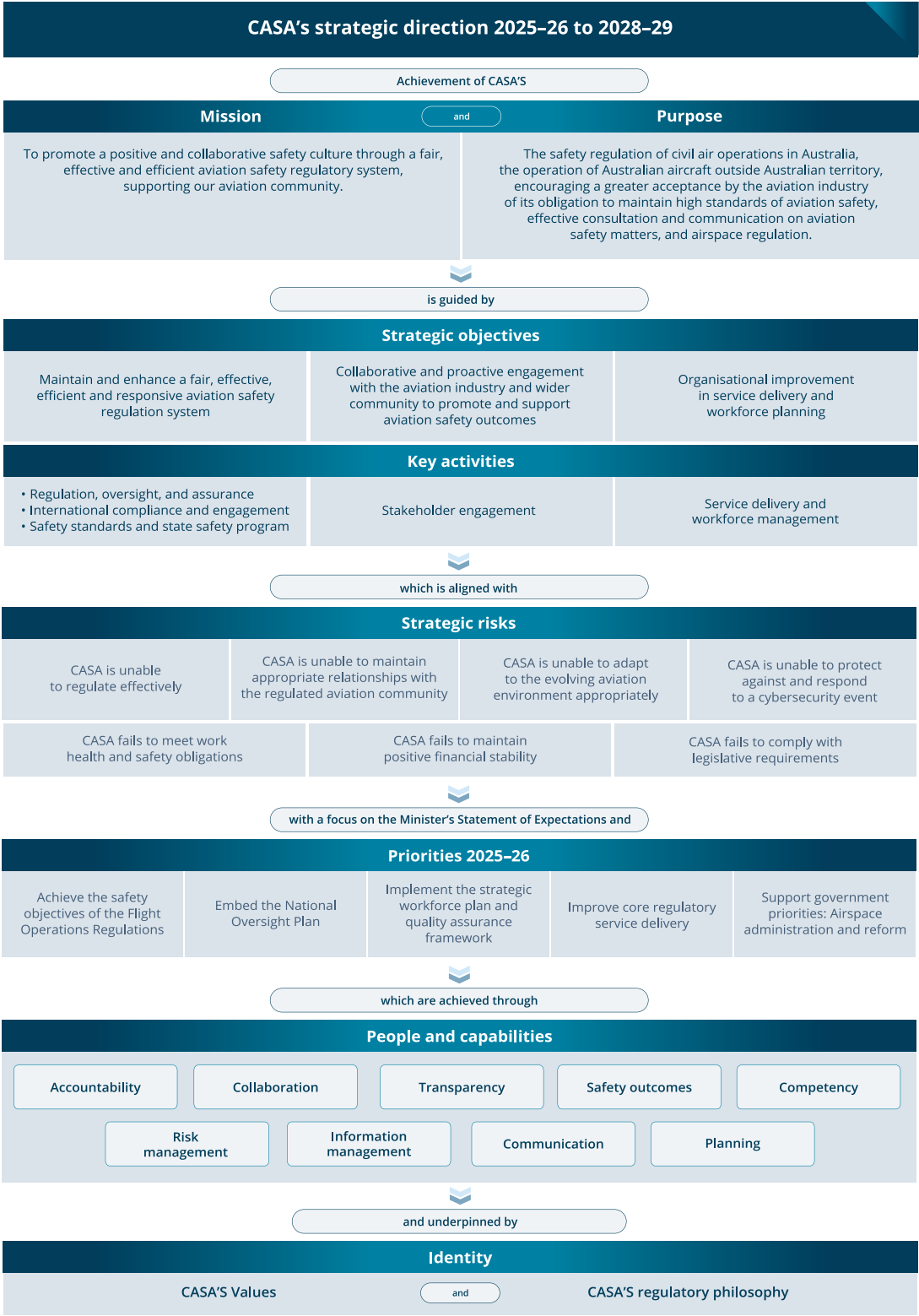


Strategic direction

CASA's strategic direction collates existing governance documents such as the *Civil Aviation Act 1988*, Portfolio Budget Statements, Minister's Statement of Expectations, corporate plan and strategic risks, to articulate how CASA intends to achieve its mission.

It supports CASA leaders and managers to focus efforts on activities aligned with CASA's objectives and priorities. It supports communication and guides decision-making, which helps create meaning and purpose for all staff.

Figure 2. CASA's strategic direction



Outcome, objectives and key activities

Figure 3. CASA’s outcome, objectives and key activities




 Outcome	Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training				
 Objectives	Maintain and enhance a fair, effective, efficient and responsive aviation safety regulation system		Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes		Organisational improvement in service delivery and workforce planning
 Key Activities	Regulation, oversight and assurance	International compliance and engagement	Safety standards and State Safety Program	Stakeholder engagement	Service delivery and workforce management



Image: istockphoto.com / philpell

Statement of Expectations and Statement of Intent

As a regulator, CASA receives guidance from the Australian Government through a ministerial Statement of Expectations (SoE). The SoE provides clarity about government policies and objectives relevant to CASA's statutory objectives and how we conduct our operations.

The SoE was issued by the Minister for Infrastructure, Transport, Regional Development and Local Government, the Hon Catherine King MP. The current SoE covers the period from 1 July 2023 to 30 June 2025.

CASA responds to the SoE with a Statement of Intent (Sol) that sets out how we will deliver on the Australian Government's expectations.

The SoE and Sol cover CASA's obligations in 4 key areas:

- governance – expectations in relation to the operation of the CASA Board and the Director of Aviation Safety and the Chief Executive Officer
- strategic direction and manner of performance – CASA's obligations to regard the safety of air navigation as the most important consideration, and to perform our functions in accordance with all relevant legislation and use our resources in a proper manner

- key initiatives – initiatives for CASA in relation to:
 - regulatory functions, including consulting with industry on the development of regulations and considering the impacts of regulations
 - obligation to work collaboratively with multiple agencies across government
 - role in educating the aviation community on aviation safety and undertaking surveillance activities to ensure aviation safety
- stakeholder engagement – CASA's clear, transparent and regular engagement with stakeholders, government and the aviation community. This includes working closely with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts, the Australian Transport Safety Bureau, Airservices Australia and the Department of Defence – key components of Australia's aviation safety framework, each with distinctive functions – to ensure the success of a safe and nationally integrated aviation environment.

The 2 statements are available at casa.gov.au/resources-and-education/publications-and-resources/corporate-publications/casa-statement-intent-2023-2025.



Image: Adobe Stock / Parilov

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PART TWO

Operating context



Aviation context

CASA continues to work with the aviation community as aviation activity grows and evolves across all sectors.

A shortage of skilled personnel, such as licensed aircraft maintenance engineers and pilots, continues to impact the industry. CASA is doing its part both in terms of amending our regulatory framework as well as supporting industry and other government agencies to promote the industry as an attractive sector to work in.

CASA's role in ensuring aviation safety is as vital as ever, and we are focused on evolving our regulatory framework not only to uphold safety but also to support the growth and evolution of aviation activity and the skilled workforce needed to meet future demands safely.

Operators are also looking at their own business models and ways to adjust to changing demands and requirements in the aviation environment. CASA needs to be able to support operators as they invest in new aircraft and manage the impact of fragile supply chains on the timely availability of parts. We are also looking ahead to Western Sydney International Airport commencing operations in 2026, and new runways at Perth and Melbourne early in the next decade.

We remain committed to supporting the aviation industry to stay safe through what is likely to continue to be a period of growth and innovation.

While maintaining the airspace ecosystem and upholding aviation safety as the highest priority, CASA will focus on key trends in areas such as:

- investments in modernising infrastructure and fleets
- adoption of digital technologies in all aspects of aviation
- developments in uncrewed aircraft and related airspace management issues
- preparation for new electric vertical take-off and landing (eVTOL) aircraft.

The remotely piloted aircraft systems (RPAS) sector continues to rapidly evolve, in terms of the high number of new entrants and the ways in which drone technology is being used as an alternative to traditional aviation operations. As an example, over a relatively short period of time the number of Remote Pilot Licence Holders (38,286) now exceeds the number of flight crew licence holders (30,916).¹

We expect to see continued advancements in advanced air mobility (AAM), with work underway on type certification for the first Australian-made AAM aircraft. Increases in automation are also likely to continue.

During 2025, CASA will consult on the development of the Australian Future Airspace Framework (AFAF). The AFAF will include a long-term strategic airspace plan to ensure that Australian-administered airspace can safely and efficiently accommodate and integrate all airspace users, including emerging technologies.

As an organisation, we need to ensure that we are innovative in the way we engage with and regulate industry while being true to our regulatory philosophy. Collaboration between all industry stakeholders will be essential to the safe development and growth of the aviation sector, with industry participants all working together to achieve safe outcomes.

¹ Numbers current at 11 March 2025.

Regulatory development

Following consultation with industry and as required by the Minister in the SoE, CASA has published a forward regulatory program that provides the aviation industry, the Australian Government and the broader community with a consolidated and transparent view of the regulatory change activities we have on our agenda. The regulatory program makes our intentions visible, prepares industry for change, assists industry leaders with their decision-making, and enables industry participants to plan their engagement with CASA during the change activities.

The regulatory program looks at all planned and anticipated regulatory change and development activities for 2–3 years. CASA seeks input on current and future regulatory changes and associated policy approaches through advisory bodies such as the Aviation Safety Advisory Panel and associated technical working groups, and through our Consultation Hub. We are committed to working cooperatively with the aviation industry and community to maintain and enhance aviation safety.

Being open to reviewing how things went, learning lessons and remaining flexible are crucial components of both our regulatory philosophy and our approach to transitioning to the flight operations regulations introduced in 2021. As the implementation of the new rules enters its third year, we remain committed to realising intended safety improvements.

We are working with the air transport and aerial work sectors to transition fully to the new rules. During 2025–26, we will assist industry to meet the obligations in relation to training and checking systems, rotorcraft performance, human factors and non-technical skills training, and safety management systems.

Transitional arrangements will again offer flexibility to industry in appropriate circumstances. The legislative and industry transition is expected to continue for several years.

Our regulatory development program sets out our plan, subject to government approval, to introduce Civil Aviation Safety Regulations 1988 (CASR) Part 43 (Maintenance of aircraft in private and aerial work operations) and amendments to Part 92 (Consignment and carriage of dangerous goods by air). It also sets out our intentions to adjust the Manual of Standards for Part 66 (Continuing airworthiness aircraft engineer licences and ratings) to improve aircraft licensing arrangements, including the recognition of licences issued by recognised countries, and that we are continuing our recently commenced industry discussions regarding Part 131 (Balloons and hot air airships) flight crew licensing.

Once stakeholder engagements are complete and regulations drafted, where necessary we will progress amendments to various CASR Parts to make incremental improvements across multiple sectors.

Finally, we are working with industry to settle the Manual of Standards for Part 103 (Sport and recreation aircraft).

CASA's complete forward regulatory program is available at casa.gov.au.



CASA's Regulatory Philosophy

CASA developed a Regulatory Philosophy to demonstrate a clear commitment to implementing best practices in regulator performance in all our actions.

The philosophy includes principles that emphasise maintaining the trust and respect of the aviation community, ensuring fair and proportional regulatory decision-making, and taking appropriate action in response to regulatory breaches. These principles are central to the way CASA operates as Australia's independent aviation safety regulator. They reflect our commitment to delivering safety outcomes while remaining responsive, practical, and collaborative in our regulatory approach. The principles are particularly vital as aviation technology and service models evolve rapidly, alongside traditional aviation activities.

In addition, CASA is guided by the whole-of-government Regulatory Policy, Practice, and Performance Framework. This framework sets out the Australian Government's expectations for modern, efficient, and effective regulation. It is built on 6 principles of best practice regulation, which align with CASA's regulatory philosophy and underpin our performance approach.

The framework and regulatory philosophy work together to support CASA's performance outcomes, which are reported in the annual performance statements. They also shape the performance measures outlined in this corporate plan, providing a clear link between our regulatory role, our philosophy, and how we measure and report success.

CASA is committed to embedding the principles from the philosophy and the framework across all areas of operation to ensure consistent, meaningful, and transparent regulation of Australia's aviation sector.

For more information, visit [CASA's Regulatory Framework](#), [CASA's Regulatory Philosophy](#) and the [Regulatory Policy, Practice and Performance Framework](#).

Commitment to stakeholders

CASA is committed to consulting and communicating effectively with the aviation community. This engagement is a central component of CASA's corporate objectives and its responsibilities under the *Civil Aviation Act 1988*.

We are dedicated to ensuring that CASA's decisions lead to outcomes that are safe, fair, effective, proportionate, timely, transparent, and fully compliant with applicable legal requirements. Our actions are guided by the principles set out in our regulatory philosophy, with a focus on building strong, balanced relationships with stakeholders as a fundamental part of achieving these goals.

CASA values ongoing and proactive engagement with the aviation community, and we are fully aware that our actions influence mobility, recreational activities, income, and business interests. We are committed to maintaining collaborative and balanced relationships within the industry to preserve the trust and respect of both the traveling public and the broader aviation community.

We recognise that the Australian aviation community seeks a flexible, pragmatic, practical, proportionate and multi-dimensional approach to aviation safety regulation.

To measure stakeholder satisfaction, CASA uses a range of surveys and feedback tools, including a biannual stakeholder satisfaction survey and real-time analysis of client phone calls.

We actively promote comprehensive consultation and communication with all relevant parties on aviation safety matters by sharing information across various platforms and forums.

We recognise the importance of transparency and accountability to the aviation community. CASA is committed to strengthening regulatory service delivery transparency through the expansion of performance reporting on our website: casa.gov.au/about-us/news-media-releases-and-speeches/new-service-delivery-dashboard-and-charter

CASA is also committed to close engagement with its international counterparts and relevant multilateral organisations. In line with Australian Government policy, CASA places a specific emphasis on engagement with countries in the Asia-Pacific region, particularly with Indonesia and Papua New Guinea and more recently assistance in the South Pacific region.

CASA is also actively involved in the work of the International Civil Aviation Organization (ICAO) to influence aviation safety standards, advocate for rules that benefit Australian travellers and Australian industry, and respond in a timely manner to emerging opportunities and trends.



Industry oversight

We are continuing to improve and better coordinate our industry oversight. These changes will help to ensure that our oversight enhances safety and better complies with ICAO requirements and Australian legislation.

We are implementing our National Oversight Plan (NOP), which was developed to increase the efficiency and efficacy of oversight by bringing together existing activities. This allows us to move towards a risk-based surveillance program in line with recommendations by the Australian National Audit Office.

The NOP aligns with CASA's strategic focus and aids in strengthening aviation and regulatory compliance. It contains 6 elements of oversight which link to ICAO critical elements:

- issuing initial approvals
- operational change approval
- compliance assurance
- compliance reporting
- regulatory improvement
- resolution of safety issues.

The NOP includes more effective reporting, which will help us to develop an oversight history of individual operators and the sectors in which they operate, provide an assurance of good governance, and promote continuous improvement.

CASA is concentrating on trends observed from a systems perspective, rather than focusing solely on individual operator compliance. Data gathered through the NOP will be analysed and combined with other safety data and information sources to enhance broader safety analysis. This will contribute to risk-based decision-making and the development of educational programs for the industry.

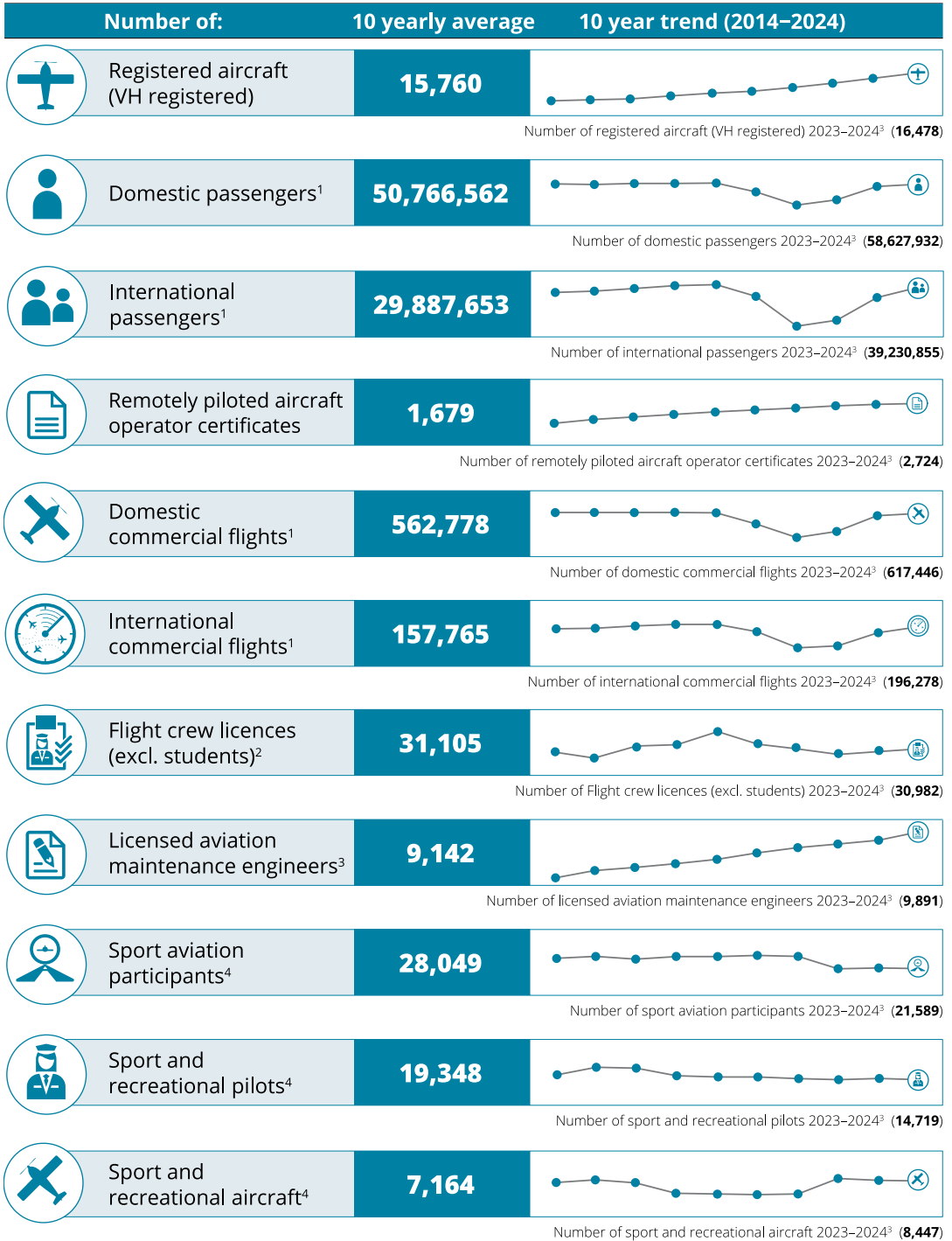
Over the horizon

Our emerging aviation technologies program strives to support the safe and timely integration of emerging aviation technologies and systems into Australia's airspace and civil aviation regulatory framework.

We are working with relevant agencies, industry and our international counterparts on:

- developing an uncrewed air traffic management system, consistent with the Australian Government's UTM Action Plan, including working closely with the Government, Airservices Australia and industry partners on a system that will iteratively integrate uncrewed aircraft with crewed aviation over time, ensuring safe, equitable and efficient use of airspace as the volumes of RPAS and AAM activities increase
- continuing to collaborate with Australian domestic original equipment manufacturers and international regulatory authorities in relation to type certification and production standards for AAM aircraft and RPAS, and contributing to discussions on harmonised international standards
- continuing our international collaboration on AAM with certification of Joby Aviation's JAS4-1 eVOTL aircraft. CASA has joined the United Kingdom Civil Aviation Authority and the Japanese Civil Aviation Bureau as the first aviation authorities to be validating Joby JAS4-1 aircraft
- supporting Airservices Australia and Defence on the regulatory aspects of the new Civil/Military Air Traffic Control system that will enable a single and seamless, world leading and technologically advanced capability for air traffic control and airspace management
- determining the impact of the Federal Aviation Administration Modernization of Special Airworthiness Certification (MOSAIC) rule-making and considering the appropriate level of integration required within the Australian regulatory scheme
- streamlining regulatory services for increasingly common and standardised RPAS operations, including operations over or near people, to facilitate the expanding scope of drone activities that bring key benefits to the Australian economy, and simplifying operational approvals for emergency services to ensure that the needs of the community can be better met through emerging technologies
- continuing to collaborate with Federal, state and territory government agencies on establishing operating standards for vertiports
- developing expertise to increase our contributions to standards for capabilities that enable emerging aviation technologies, such as cybersecurity, artificial intelligence, hydrogen propulsion systems, software assurance, and digitalisation
- maintaining our research activities to remain up to date with the state of emerging technologies and implementing a business planning approach to ensure that CASA prepares for emerging aviation technologies in line with community, industry and international expectations.

Figure 4. Summary of areas of change in CASA's operating environment



● Trend of registered aircraft between 2014 and 2024.

1. Bureau of Infrastructure, Transport and Regional Economics Aviation Statistics.

2. The graph for Flight Crew licences has been adjusted to reflect changes in reporting for this category prior to 2023–24.

3. Number of current licences – not all licensed aviation maintenance engineers actively work in the industry.

4. For the years 2018–21, the reported number of aircraft only included registered aircraft and did not include para-gliders and hang gliders.

NOTE: Data for 2022–23 relating to domestic passengers and domestic commercial flights has been updated to reflect changes in the data.



Financial environment

The Government handed down its 2025–26 Budget on 25 March 2025.

For 2025–26, CASA has budgeted for expenses totalling \$219.7 million, including 832 Average Staffing Level to meet our obligations under the *Civil Aviation Act 1988*.

CASA receives revenue from 3 major sources: a 3.556 cents per litre excise on aviation fuel consumed by all domestic aircraft (all of which is provided to CASA); a Government annual appropriation; and regulatory services fees and levies. Whilst CASA conducts surveillance and regulatory oversight of RPAS, aerodromes and international carriers, these do not contribute to the fuel excise funding model.

A shift driven by economics to more fuel-efficient aircraft, coupled with a move to electrification and other fuel sources over the longer term, is expected to continue to put pressure on existing CASA funding models.

On the next page is an extract of CASA's budgeted comprehensive income statement for 30 June 2026 – reference Table 3.1 of the 2025–26 Portfolio Budget Statements.

Table 1. Extract of CASA's budgeted comprehensive income statement

	2025-26 Budget \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000	2028-29 Forward estimate \$'000
EXPENSES				
Employee benefits	154,756	161,129	167,557	174,242
Suppliers	42,622	59,468	52,493	53,752
Depreciation and amortisation	20,307	20,861	21,260	16,704
Finance costs	2,049	1,865	1,671	1,465
Total expenses	219,734	243,323	242,981	246,143
LESS:				
OWN-SOURCE INCOME				
Own-source revenue				
Sale of goods and rendering of services	12,500	12,500	12,500	12,500
Interest	5,500	4,630	4,050	3,570
Other	1,000	1,000	1,000	1,000
Total own-source revenue	19,000	18,130	17,550	17,070
Net (cost of)/contribution by services	(200,374)	(255,193)	(255,431)	(229,938)
Revenue from Government	186,025	204,730	208,768	212,430
Surplus/(deficit) attributable to the Australian Government	(14,709)	(20,463)	(16,663)	(16,663)
Total comprehensive income/(loss)	(14,709)	(20,463)	(16,663)	(16,663)
Total comprehensive income/ (loss) attributable to the Australian Government	(14,709)	(20,463)	(16,663)	(16,663)

Forward years

CASA is budgeting for an operating deficit in 2025–26 of (\$14.7 million) and operating deficits across the forward estimates. CASA will draw on its retained surpluses and cash and investment reserves to ensure ongoing operations through 2025–26 and beyond.

Budgeted departmental balance sheet

CASA's net asset (or equity) position for 2025–26 is forecast to decrease by \$14.7 million from 2024–25, representing the anticipated budget deficit (of \$14.7 million) for 2025–26.

Total budgeted assets of \$189.4 million in 2025–26 represents a decrease of \$23.3 million from the estimated 2024–25 closing position, primarily due to a net decrease in CASA's property, plant and equipment and land and buildings non-financial assets of \$13.0 million primarily due to reduction in land and buildings of \$8.1 million and intangibles of \$4.8 million and decrease in cash and investments of \$9.6 million primarily due to the budget deficit of \$14.7 million. CASA's financial assets are budgeted to further decrease over the forward estimates as a result of the budgeted deficits in the forward years.

Total budgeted liabilities of \$100.5 million in 2025–26 represents a planned decrease of \$8.6 million from the estimated 2024–25 closing position, primarily driven by a planned decrease in lease liabilities of \$9.0 million representing amortisation of lease liabilities. CASA's primary liability continues to be lease liabilities of \$51.7 million and accrued employee leave entitlements of \$43.6 million.

Capital investment strategy

During 2025–26 CASA will be investing \$7.3 million in capital expenditure. The 2025–26 investments centre on enhanced functionality of CASA's Enterprise Aviation Processing (EAP) system, myCASA portal, and projects related to our network operations as well as the planned fitout of CASA's Darwin office and minor work in other state offices.

CASA's investment profile for the period of this Corporate Plan is:

- 2026–27 – \$10.5 million – the main investment for this period includes continued improvements of CASA's EAP system, Medical Records System (MRS), myCASA portal, Learning Management system, and network operations and management of data. Investments will also be made in a refresh of ICT Hardware and Application Enhancements including Network and LAN infrastructure as well as Video Conferencing Equipment.
- 2027–28 – \$9.0 million – the main investment for this period includes updates to key business systems including EAP, myCASA portal, application enhancements and the possible refurbishment of the Perth office.
- 2028–29 – \$5.1 million – the main investment for this period includes updates to key business systems including EAP, the MRS, our applications and network.

Capability

Workforce capability

CASA must maintain and support a dispersed and highly professional workforce with the necessary skills, experience and behaviours to achieve its purposes.

As the aviation landscape evolves, it is crucial for CASA to maintain an adaptable workforce, with the ability to attract and retain talent across all operational and support functions. CASA must also understand what skills and capabilities it requires going forward.

The CASA Board's People and Culture Sub-Committee provides ongoing independent assurance to the Board on people and culture matters. Its focus includes monitoring:

- the alignment of CASA's culture and workforce strategies to ensure that the outcomes are values driven, strategically aligned, within risk appetite and consistent with community expectations
- implementation of management's response to issues raised by staff in the Australian Public Service employee census and other employee-related surveys
- key metrics, dashboards and data from various sources to support an assessment of the overall effectiveness and adequacy of people and workforce strategies, policies and practices relating to the management of CASA's people and culture.

The implementation of our Strategic Workforce Plan 2024–2027 is designed to support CASA being equipped with a high-performing workforce to help us achieve our strategic goals and meet our legislative obligations. CASA will remain agile in addressing emerging aviation challenges and building a workforce that is adequately prepared and qualified to fulfill CASA's functions now and into the future.

In addition to our focus on the capability of our workforce, CASA continues to reinforce our commitment to fostering a workplace culture of respect, collaboration and professionalism, with accountability in decision-making and clear strategic priorities supported by our People and Culture Strategy 2022–2027. Our workforce culture is underpinned by our shared Values, as shown in Figure 5.

Figure 5. CASA's Values

Values

To maintain a highly skilled and motivated workforce that embraces these values:



Excellence:

to strive to excel in all we do.



Innovation:

to challenge existing practices and look for opportunities to support effective continuous improvement.



Courage:

to act with strength of character and conviction while being accountable for our actions.



Fairness:

to ensure our actions and decisions are informed, consistent, risk-based, evidence driven and without bias.



Integrity:

our actions and behaviour are open, transparent and ethical.



Respect:

to engage with our peers, colleagues and the wider aviation community in a clear, concise and respectful manner at all times.



Teamwork:

to work together to promote a strong, cohesive and highly effective workforce.

Digital capability

We continue to implement our Digital Business Strategy 2023–2026, with a focus on improving our cyber security posture to ensure that our systems and data are secure and protected against cyber-attacks.

This includes meeting the requirements of the Australian Government's Protective Security Policy Framework and Essential Eight through an approved program of work covering physical, personnel, information, cyber security and security governance in 2025–26.

Information and communications technology investment during 2025–26 will focus on:

- improving CASA's cyber security maturity to comply with the Essential Eight
- improving surveillance capability systems to support the NOP
- modernising CASA's network gateway security.



Image: Adobe Stock / Sikov

Risk oversight and management

CASA approach to risk management

CASA's management of risk is informed by the Commonwealth Risk Management Policy, the international standard for risk management, ISO 31000:2018 and other relevant standards relating to risk management.

CASA manages a range of risks, broadly grouped as either aviation safety risks – the risks related to aviation activities for which CASA regulate or enterprise risks – the risks that relate to CASA's purpose, objectives and functions.

Risk management is integrated into CASA's business planning, performance monitoring and governance arrangements including the use of risk intelligence to support organisational decisions. Our governance committees, including the Executive Committee and Aviation Safety Committee, play an important role in ensuring the effective management of both aviation safety and enterprise risks. This includes oversight and monitoring of enterprise and industry aviation safety risks and empowering risk owners to make risk-informed, evidence-based decisions.

CASA has developed an integrated risk management framework comprised of:

- Board Policy on Risk Management
- CASA Strategic Risk and Board Risk Appetite Statement
- Risk Management Manual
- Various risk management tools, templates and guidance documents
- Risk Register.

Risk oversight and assurance

The strategic and operational risk control environment is subject to regular review through:

- Risk Register – risk owners, regularly monitor their risks based on the risk rating and risk health.
- Performance monitoring – provides regular monitoring of key risk indicators (for enterprise risk) and safety performance indicators² (aviation safety risk) to identify adverse risk trends.
- Internal audit – provides independent examination of internal controls, management performance and compliance with applicable standards and regulations.
- CASA Board and the Board Audit and Risk Committee (BARC) – provides ongoing oversight and independent assurance including of risk and internal controls. The BARC conducts regular risk 'deep dives' and control spot checks to ensure the ongoing appropriate management of specific risks and controls.

² Safety performance indicators are aligned to the National Aviation Safety Plan.

Strategic risks and Board risk appetite



The CASA Board has identified 7 strategic risk areas which are aligned to CASA’s strategic direction, purposes and key activities. These strategic risks were agreed in June 2025 as part of CASA’s regular review cycle.




The CASA Board risk appetite statement supports effective risk management and decision-making through clear articulation of the level of risk that we are willing to accept in pursuit of our strategic objectives.



CASA’s approach to risk is guided by the CASA Board’s identification of strategic risks and the Board’s Risk Appetite Statement. The Board defines risk appetite for each of the strategic risks. Each operational risk is related to one or more strategic risks and is considered in the context of the related strategic risk appetite.

The Board recognises there are risks associated with transformation and innovation objectives. These may require the Board to accept higher risks at an activity level, which might not be acceptable at an enterprise level.

Table 2. CASA’s strategic risks in 2025–26

Strategic risk	Risk appetite	Management strategies
<p>CASA is unable to regulate effectively</p> <p><i>“A significant aviation safety event (accident or serious incident) is attributed to CASA’s inability to regulate effectively.”</i></p>	 <p>The Board’s appetite for risk relating to CASA’s inability to regulate effectively is ‘Small’</p>	<p>We will implement a regulatory approach consistent with the regulatory philosophy. We will apply a risk-based approach to prioritise oversight activities (including surveillance) through the National Oversight Plan. The Aviation Safety Scorecard monitors performance against our State Safety Programme (SSP) and National Aviation Safety Plan (NASP) aviation safety obligation and industry safety performance. The Aviation Safety Committee directs action as required to address adverse safety performance trends.</p>
<p>CASA is unable to maintain appropriate relationships with the regulated aviation community</p> <p><i>“CASA does not maintain appropriate relationships with the regulated aviation community, thereby limiting its ability to perform its core functions effectively.”</i></p>	 <p>The Board’s appetite for risk associated with CASA’s relationships with members of the regulated aviation community is ‘Moderate’</p>	<p>We will engage clearly, transparently and regularly with stakeholders regarding activities and functions, including regulatory development. We have implemented necessary policy and procedures to appropriately manage conflicts of interest to ensure that public trust and confidence in the performance of CASA’s regulatory functions is not undermined by actual or perceived conflicts of interest on the part of its staff.</p>

Strategic risk	Risk appetite	Management strategies
<p>CASA is unable to adapt to the evolving aviation environment appropriately</p> <p><i>“CASA is unable to sufficiently adapt to and influence the evolving strategic and operational aviation environment, impacting CASA’s ability to deliver its duties and functions consistent with aviation community expectations.”</i></p>	 <p>The Board’s appetite for risk relating to CASA’s ability to adapt and influence our environment is ‘Moderate’.</p>	<p>Our emerging aviation technologies program strives to support the safe and timely integration of emerging aviation technologies and systems into Australia’s airspace and civil aviation regulatory framework. The program complements the Australian Government’s National Emerging Aviation Technologies Policy Statement Plans.</p>
<p>CASA is unable to protect against and respond to a cybersecurity event</p> <p><i>“CASA is unable to effectively protect its systems or respond to a Cybersecurity event that results in denial of, or disruption to, services, or unauthorised access to, or loss of CASA managed data.”</i></p>	 <p>The Board’s appetite for cyber security risk for which CASA has sole responsibility is ‘Small’.</p>	<p>We continue to be committed to improving our cyber security posture to ensure that our systems and data are secure and protected against cyber-attacks. This includes meeting the requirements under the Protective Security Policy Framework (PSPF) and Essential Eight through an approved program of work covering physical, personnel, information, cyber security and security governance.</p>
<p>CASA fails to meet work health and safety obligations</p> <p><i>“CASA fails to protect its workers and other persons against harm to their health, safety or welfare leading to loss of life or serious injury or illness.”</i></p>	 <p>The Board’s appetite for workplace health and safety risk is ‘Zero’.</p>	<p>We have appropriate workplace health and safety policies and procedures and our people are appropriately trained and equipped to ensure their physical and psychosocial safety in the workplace. We identify and address WHS issues through our health and safety representatives and the Workplace Health and Safety Committee.</p>

Strategic risk	Risk appetite	Management strategies
<p>CASA fails to maintain positive financial stability</p> <p><i>"CASA does not have certainty for medium to long- term funding and is unable to discharge current and emerging regulatory and statement of expectations of expectations requirements."</i></p>	 <p>The Board's appetite for financial management risk is 'Small'.</p>	<p>We closely monitor collection of aviation fuel excise, regulatory service fees and levy collection. We continue to engage key stakeholders to ensure the appropriateness and sustainability of CASAs funding model. We closely monitor our finances through our internal budgeting and reporting processes including Executive Committee, Board Audit and Risk Committee and Board oversight and a defined Capital investment strategy.</p>
<p>CASA fails to comply with legislative requirements</p> <p><i>"CASA does not have suitable or sufficient internal controls to ensure compliance with general legislative obligations as a corporate Commonwealth entity*."</i></p>	 <p>The Board's appetite for regulatory compliance risk is 'Zero'.</p>	<p>Our internal controls are structured around comprehensive process and procedures supported by enterprise frameworks, internal and external oversight and structured governance.</p> <p>CASA directives ensure the implementation of appropriate and effective organisational process and procedure. These procedures are underpinned by an enterprise quality management framework and a risk management framework. Internal and external audits provide independent examination of internal controls assessing management performance and compliance with applicable standards and regulations. The CASA Executive Committee, CASA Board and the Board Audit and Risk Committee (BARC) – provides ongoing oversight and independent assurance including of risk and internal controls.</p>

*Excludes Civil Aviation Act and Airspace Act legislative requirements and WHS regulatory requirements (these are covered in other strategic risks).

3

PART THREE

Performance



Portfolio budget statements

CASA is responsible for a single portfolio outcome outlined in the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2025–26*.

Outcome Statement

Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training.

The *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2025–26* (pages 223 to 246) sets out the performance criteria and targets the Government expects CASA to achieve to support the outcome. CASA's key activities and corporate performance measures are directly aligned with the PBS measures.

For the full CASA portfolio budget statements: infrastructure.gov.au/sites/default/files/documents/2025-26_infra_pbs_09_casa.pdf



Portfolio performance measures



The *Civil Aviation Act 1988* establishes the legislative framework for maintaining, enhancing and promoting the safety of civil aviation, with an emphasis on preventing accidents and incidents.

Our responsiveness signals to industry, the community and our organisation that CASA will innovate and respond to material changes in the operating environment. It provides CASA's leadership with a mandate to prioritise efforts and deliver outcomes.

This supports the Australian Government's recently revised Regulatory Policy, Practice and Performance Framework, and the Aviation White Paper, wherein CASA has responsibility for overseeing the safe rollout of new technologies and reducing the regulatory burden in general aviation.

KEY ACTIVITIES OVERVIEW

Key activity 1.1	Regulation, oversight and assurance
Key activity 1.2	International compliance and engagement
Key activity 1.3	Safety standards and state safety program

OBJECTIVE 1

Key activity 1.1 Regulation, oversight and assurance

Key activity 1.1 captures the activities that CASA will undertake to fulfill its purpose in relation to the regulation and oversight of civil aviation and the measures that CASA has in place to assure safety.

Performance measure



Target: Surveillance

Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk.

2025–26	2026–27	2027–28	2028–29
90% of surveillance events are achieved as detailed in the National Oversight Plan.	≥ 90%	≥ 90%	≥ 90%

Rationale

Industry oversight is one of the key functions that CASA undertakes as Australia's aviation regulator. The National Oversight Plan brings together activities ranging from entry control and approval renewals to surveillance and non-compliance management.

Link to ministerial Statement of Expectation

4(r): I expect CASA to undertake regular surveillance activities pursuant to paragraph 9(1)(f) of the Act, and provide regular summaries of surveillance activities to me and the Department.

Methodology and data resources

- Regular reporting generated through business intelligence for planned surveillance audits conducted within the reporting period.
- Regular reporting created by the Safety Intelligence and Analysis team.

Changes since CASA Corporate Plan 2024–25

Nil

Previous results

Planned outcomes have been **achieved or exceeded** since the 90% target was introduced in 2021–22.

OBJECTIVE 1

Key activity 1.1 Regulation, oversight and assurance (continued)

Performance measure



Target: Enforcement

Enforcement actions undertaken are fair, consistent, and transparent.

2025–26	2026–27	2027–28	2028–29
All decisions reviewed by the Administrative Review Tribunal and/or in the Federal Court are affirmed or not substantially varied in any material respect.	100%	100%	100%
All briefs are accepted by the Commonwealth Director of Public Prosecutions.	100%	100%	100%

Rationale

CASA has a range of enforcement actions that it can apply when the rules are not followed depending on the circumstances.

A list of the considerations taken into account in determining how CASA uses its enforcement powers can be found in our [regulatory philosophy](#) and our [Enforcement Manual](#).

Link to ministerial Statement of Expectation

3(e): I expect CASA will continue to be a world leading aviation safety regulator.

Methodology and data resources

- Uses of statistics to validate CASA’s effectiveness in relation to enforcement actions and report regularly on actions and outcomes.
- Cases referred for enforcement action.
- Administrative Review Tribunal and Federal Court statistics.
- Referrals to the Commonwealth Director of Public Prosecutions.

Changes since CASA Corporate Plan 2024–25

The Administrative Appeals Tribunal became the Administrative Review Tribunal under new legislation.

Previous results

Planned outcomes in relation to the Administrative Review Tribunal decisions and briefs to the Commonwealth Director of Public Prosecutions have been **achieved** since these targets were introduced 2023–24.

OBJECTIVE 1

Key activity 1.1 Regulation, oversight and assurance (continued)

Performance measure



Target: Fatalities

Number of fatalities.

2025–26	2026–27	2027–28	2028–29
Zero fatalities for commercial air transport.	Zero	Zero	Zero
Stable or reducing number of fatalities for: <ul style="list-style-type: none">• commercial crewed aviation• non-commercial aviation• uncrewed aviation.	≤ number	≤ number	≤ number

Performance measure



Target: Accidents

Number of accidents.

2025–26	2026–27	2027–28	2028–29
Stable or reducing accident rate per million departures for commercial air transport.	≤ rate	≤ rate	≤ rate
Stable or reducing number of accidents for: <ul style="list-style-type: none">• commercial crewed aviation• non-commercial aviation• uncrewed aviation.	≤ number	≤ number	≤ number

OBJECTIVE 1

Key activity 1.1 Regulation, oversight and assurance (continued)

Performance measure



Target: Serious incidents

Number of serious incidents.

2025–26	2026–27	2027–28	2028–29
Stable or reducing serious incident rate per million departures for commercial air transport.	≤ rate	≤ rate	≤ rate
Stable or reducing number of serious incidents for: <ul style="list-style-type: none">• commercial crewed aviation• non-commercial aviation• uncrewed aviation.	≤ number	≤ number	≤ number

Rationale

CASA establishes a regulatory framework that maintains, enhances and promotes the safety of civil aviation with a particular focus on fatalities, accidents and incidents.

Under the National Aviation Safety Plan, we monitor key metrics relating to safety, fatalities, accidents and incidents.

Link to ministerial Statement of Expectation

3(e): I expect CASA will continue to be a world leading aviation safety regulator.

Methodology and data sources

- Analysis of data from the Australian Transport Safety Bureau and the Bureau of Infrastructure and Transport Research Economics, to monitor trends in aviation safety incidents.
- Use of real-time operational data from Airservices Australia to support risk assessments.

Changes since Corporate Plan 2024–25

Replaced fatal accidents with fatalities in target.

Previous results

Targets relating to fatalities, accidents and serious incidents were updated for 2025–26 – **no results for comparison**. The previous targets have either been achieved or have not been able to confirm due to issues with data currency.

OBJECTIVE 1

Key activity 1.2 International compliance and engagement

Key activity 1.2 captures the activities that CASA will undertake to fulfill its purpose and meet its obligations internationally as a world-leading aviation safety regulator.

Performance measureTarget:



International activities

CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreement arrangements.

2025–26	2026–27	2027–28	2028–29
CASA uses appropriate global resources and arrangements to support its audit certification processes.	Same as 2025–26	Same as 2025–26	Same as 2025–26
CASA contributes to the development of the International Civil Aviation Organization (ICAO) standards and recommended practices.	Same as 2025–26	Same as 2025–26	Same as 2025–26
CASA fulfilled all its obligations to ICAO under the Universal Safety Oversight Audit Program (USOAP) Continuous Monitoring Approach (CMA) Memorandum of Understanding (MoU).	Same as 2025–26	Same as 2025–26	Same as 2025–26

Rationale

Ongoing engagement with the global aviation community, including with foreign regulatory counterparts, is an important part of CASA's role and responsibilities under the *Civil Aviation Act 1988* to influence aviation safety standards, advocate for rules that benefit Australian travellers and Australian industry, and respond in a timely manner to emerging opportunities and trends.

OBJECTIVE 1

Key activity 1.2 International compliance and engagement (continued)

CASA's international commitments are threefold:

- engaging with ICAO
- establishing, reviewing and improving bilateral and multilateral arrangements
- strengthening aviation safety in the Asia-Pacific region.

Link to ministerial Statement of Expectation

2(h): I expect CASA to perform its functions consistent with Australia's international obligations, particularly those connected with the ICAO.

Methodology and data sources

- Regular review of international standards for comparison and benchmarking.
- Participation in regional conferences and bilateral discussions and hosting of overseas delegations from overseas organisations, such as the Federal Aviation Administration.
- Memorandums of understanding with the International Air Transport Association and the European Union Aviation Safety Agency.
- Participation in ICAO meetings, working groups, study groups and taskforces.
- Capacity building activities with the Directorate General of Civil Aviation Indonesia, Civil Aviation Safety Authority in Papua New Guinea.
- Portfolio-wide approaches to strengthen aviation safety with other regulators in the South Pacific nations.
- Regular engagement with the Pacific Aviation Safety Office.
- Regular engagement with the Air Navigation Commission and the ICAO Council.

Changes since Corporate Plan 2024–25

Nil

Previous results

Planned outcomes have been **achieved** for audit certification since this target was introduced in 2022–23.

Targets relating to ICAO standards and obligations under the Universal Oversight Audit Program were introduced in 2024–25 – **no results for comparison**.

OBJECTIVE 1

Key activity 1.3 Safety standards and state safety program

Key activity 1.3 captures the activities that CASA will undertake to maintain safety standards and compliance with the state safety program.

Performance measure



Target: Regulatory framework

CASA demonstrates excellence in development and implementation of the aviation safety regulatory framework.

2025–26	2026–27	2027–28	2028–29
CASA adheres to government and CASA regulatory policies and aligns with ICAO standards and recommended practices where appropriate.	Same as 2025–26	Same as 2025–26	Same as 2025–26
Regulatory development and implementation against the planned program is achieved.	Same as 2025–26	Same as 2025–26	Same as 2025–26

Rationale

CASA's [regulatory philosophy](#) supports the development and implementation of the aviation safety regulatory framework. The philosophy includes 10 core principles to support a meaningful, effective and consistent implementation through all aspects of our engagement with the aviation community.

Link to ministerial Statement of Expectation

3(g): I expect CASA to have a publicly available document setting out its regulatory philosophy, and to implement its regulatory approach in accordance with that philosophy.

4(b) by 30 September each year, provide me with a forward annual regulatory program, including a report on how industry and stakeholder views have been considered.

OBJECTIVE 1

Key activity 1.3 Safety standards and state safety program (continued)

Methodology and data sources

- Legislative drafting conducted in conjunction with subject matter experts and policy areas to ensure that regulations are fit for purpose.
- Liaison with the Office of Impact Analysis and or Regulatory Impact Statement development and consultation processes for regulatory impact statements.
- Provision of support to Senate standing committees' consideration of new and or existing regulations.
- Timely and measured consideration of feedback.
- Lodgement of differences to ICAO protocols.

Changes since Corporate Plan 2024–25

Target updated to reflect regulatory development and implementation.

Previous results

Planned outcomes for alignment to ICAO standards have been **achieved** since this target introduced in 2022–23.

Planned outcomes for regulatory development have been **achieved** since the target introduced in 2021–22.





Objective 2: Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes

While the safety regulation of civil aviation remains CASA's primary function, CASA also provides safety-focused education and training programs to encourage a greater acceptance by the aviation industry of its obligations to maintain high standards of aviation safety.

CASA's commitment to being proactive reinforces our current engagement activities and our intention to extend engagement to all operational areas, to increase the visibility of CASA within the industry and widen the promotion of aviation safety to focus on safety outcomes beyond compliance.

We also focus on engagement to educate and enable operator-led safety management, thereby ensuring appropriate risk ownership and reducing reliance on CASA.

KEY ACTIVITIES OVERVIEW

Key activity 2.1 Stakeholder engagement

OBJECTIVE 2

Key Activity 2.1 Stakeholder engagement

Key activity 2.1 captures the activities that CASA will undertake to communicate clearly, transparently and regularly with stakeholders, including in the provision of services.

Performance measure



Target: Engagement, Education and Satisfaction

Clear, open, and transparent engagement with stakeholders, including the aviation industry, to support the continuous improvement of an efficient and effective aviation safety regulatory framework.

2025–26	2026–27	2027–28	2028–29
100% of significant regulatory changes are publicly consulted and outcomes are informed by industry feedback.	100%	100%	100%
CASA's stakeholder satisfaction and client sentiment show a stable or increasing trend.	≥ trend	≥ trend	≥ trend
CASA's education and safety promotion activities are measured and evaluated through a range of feedback mechanisms and show a stable or increasing trend.	≥ trend	≥ trend	≥ trend

Rationale

We strive to consult and communicate effectively with the aviation industry and the wider aviation community, in Australia and overseas, as this engagement forms key elements of CASA's corporate goals and responsibilities under the *Civil Aviation Act 1988*.

Link to ministerial Statement of Expectation

5(a): I expect CASA to engage clearly, transparently and regularly with stakeholders regarding CASA's activities and functions, including regulatory development.

Methodology and data sources

Tracking of outcomes through the Consultation Hub. Regular reporting of seminars to the Executive Committee delivered in accordance with the annual plan and participants surveys on effectiveness.

Changes since Corporate Plan 2024–25

Nil

Previous results

Planned outcomes for all three targets relating to engagement and education have been **achieved** since introduced in 2020–21.



3

Objective 3: Organisational improvement in service delivery and workforce planning

Under the Minister's Statement of Expectations for 2023–25, CASA will manage its operations and the performance of its statutory functions, including developing and implementing effective and efficient regulatory, operational, financial, personnel and administrative activities.

CASA will identify specific and targeted organisational improvement priorities to facilitate clarity and shared understanding among CASA decision-makers regarding investment decisions.

Importantly, this objective supports the development of a work program over the forward estimates and sets a clear path and foundation for the organisation, supporting alignment and strategy integration.

KEY ACTIVITIES OVERVIEW

Key activity 3.1 Service delivery and workforce management

OBJECTIVE 3

Key activity 3.1 Service delivery and workforce management

Key activity 3.1 captures the activities that CASA will undertake to build its workforce capability, ensuring that the right skills and capabilities are in the right place at the right time.

Performance measure



Target: Workforce management

CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives.

2025–26	2026–27	2027–28	2028–29
CASA ensures its workforce is managed in accordance with workforce priorities.	Same as 2025–26	Same as 2025–26	Same as 2025–26

Rationale

Our ability to adapt to the rapidly changing aviation industry is crucial, as is our commitment to supporting and developing our people.

CASA is focused on ensuring that we have a workforce that is suitably qualified and trained now and into the future.

Link to ministerial Statement of Expectation

3(c): I expect CASA's resources to be used in a proper manner, following best practice principles and guidelines.

Methodology and data

- Analysis of staff surveys to identify shortfalls.
- Managers ready access to reporting from CASA Learning Academy for Safe Skies (CLASS) and One Model systems (updated weekly) that identifies compliance with mandatory training requirements for all positions.
- Analysis of CASA's performance against deliverables in the workforce plan.

Changes since Corporate Plan 2024–25

Nil

Previous results

Planned outcomes for workforce management have been **achieved** since target introduced in 2019–20.

OBJECTIVE 3

Key activity 3.1 Service delivery and workforce management (continued)

Performance measure



Target: Service delivery

All regulatory services we deliver have defined timeframes that are followed.

2025–26	2026–27	2027–28	2028–29
CASA establishes and publishes regulatory service delivery timeframes for 75% of regulatory services.	100%	100%	100%
CASA ensures that 80% of regulatory service decisions are made in accordance with published service delivery timeframes.	80%	80%	80%

Rationale

CASA services are critical to the aviation industry's safe participation in the sector. We have a commitment to providing responsive and professional services in line with our service delivery standards.

CASA is currently establishing regulatory service timeframes and will have those 75% completed in 2025–26. From 2026–27 all services will have published timeframes.

From 2026–27 regulatory service decisions will be made within timeframes 80% of the time due to complexity of some decisions.

Link to ministerial Statement of Expectation

2(g) CASA will balance the benefits of reducing regulatory burden on the aviation sector while helping ensure the delivery of aviation safety and public interest outcomes.

Methodology and data

- Regular reports generated from relevant systems.
- Analysis of the various regulatory service timeframes to ensure incremental improvement.

Changes since Corporate Plan 2024–25

Moved from Objective 2 to align with Objectives and Key activities.

Previous results

Planned outcome for development of regulatory service timeframes **have not been achieved** since introduced in 2019–20.

Planned outcome for meeting 80% of services delivery timeframes has been **achieved** since introduced in 2019–20.

OBJECTIVE 3

Key activity 3.1 Service delivery and workforce management (continued)

Performance measure



Target: Digital submission

Improved service delivery through digital solutions

2025–26	2026–27	2027–28	2028–29
An increasing percentage of users who engage with CASA services via digital channels.	> percentage	> percentage	> percentage

Rationale

By measuring engagement with digital channels, CASA can continue to improve its online presence and service offering to continue to support the aviation industry with improved efficiency.

Link to ministerial Statement of Expectation

5(a): I expect CASA to engage clearly, transparently and regularly with stakeholders regarding CASA’s activities and functions, including regulatory development.

Methodology and data

Automated reporting from IT systems.

Changes since Corporate Plan 2024–25

Moved from Objective 2 to better align with Objectives and Key activities.
Measure and target updated to reflect CASA’s aim to increase engagement with digital channels.

Previous results

Targets relating to digital submissions was updated for 2025–26 – **no results for comparison.**



4

PART FOUR

Compliance summary



Compliance summary

The following tables demonstrate our compliance with the corporate plan requirements under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), and the *Civil Aviation Act 1988*.

PGPA Act compliance

Compliance with section 35 of the PGPA Act, Clause 16E of the PGPA Rule, subsection 35(1) of the PGPA Act, and Resource Management Guide 132 – Corporate plans for Corporate Commonwealth entities as follows:

Topic	Matters to be included	Corporate plan reference
Introduction	The following: <ul style="list-style-type: none">• a statement that the plan is prepared for section 35(1)(b) of the PGPA Act• the reporting period for which the plan is prepared• the reporting periods covered by the plan	Part 1: Introduction
Purposes	The purposes of the entity	Part 1: Introduction
Key activities	Key activities that an entity will undertake during the entire period of the corporate plan to achieve its purposes	Part 3: Performance
Operating context		
Environment	The environment in which the entity will operate for the entire period covered by the plan	Part 2: Operating context
Performance	For each reporting period covered by the plan, a summary of: <ul style="list-style-type: none">• how the entity will achieve the entity's purpose• how the entity's performance in achieving the entity's purposes will be measured and assessed, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements for the reporting period	Part 3: Performance
Regulatory performance	Integration of regulatory performance, regulatory principles and Statements of Expectations and Statements of Intent	Part 3: Performance

Topic	Matters to be included	Corporate plan reference
Capability	<p>Entities are expected to provide information about current capability, expected changes in capability needs, and strategies to build capability</p> <ul style="list-style-type: none"> • The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes 	Part 2: Operating context
Risk oversight and management	<p>A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan, including:</p> <ul style="list-style-type: none"> • how risk management underpins its approach to achieving their purposes • specific risks in its environment, and how these risks will shape the activities to be undertaken to fulfill its purposes 	Part 2: Operating context
Cooperation	<p>Discussion of any organisations or bodies with which the entity cooperates that make a significant contribution to achieving the entity's purpose</p>	Part 2: Operating context

CAA compliance

This corporate plan meets the general requirements of Part V of the CAA as follows.

Civil Aviation Act reference	Matters to be included	Corporate plan reference
Part 5. Section 44 (2)	The plan must cover a period of at least 3 years	Part 3: Performance
Part 5. Section 44 (4)	<p>The plan must include details of the following matters:</p> <ul style="list-style-type: none"> • analysis of risk factors likely to affect safety in the aviation industry • human resource strategies and industrial relations strategies 	Part 2: Operating context
Part 5. Section 44 (3)	In preparing the plan, the Board must take account of notices given under section 12A	Part 1: Introduction



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